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MASTER OF MILITARY STUDIES

TITLE:

GENERATIONAL RECRUITING: APPLYING GENERATIONAL THEORY TO TACTICAL
LEVEL RECRUITING


SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF MILITARY STUDIES

AUTHOR:

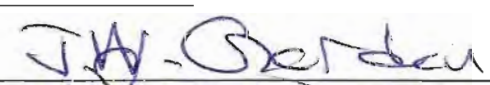
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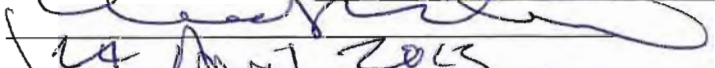
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Executive Summary

Title: Generational Recruiting: Applying Generational Theory to Tactical Level Recruiting

Author: Major Darrel F. Commander, United States Marine Corps

Thesis: By incorporating generational theory at the tactical level of recruiting, the Marine Corps can continue to remain competitive in armed forces recruiting during a period of anticipated fiscal austerity.

Discussion: The Marine Corps enjoys annual success in achieving its recruiting and accession mission. This success is largely attributable to the vigilance of canvassing recruiters supported by engaged leadership, and enabled by effective advertising and operations to appeal to prospective applicants as well as the influential people in the lives of the prospective applicants. Advertising and operations, as enablers to successful recruiting accomplish Marine Corps Recruiting Command (MCRC)-designated objectives, which have quantifiably estimated effects on qualified applicants and enlistment contracts. The advertising and operations budget bears a functional relationship with applications and enlistments. The Budget Control Act of 2011, which as of the current fiscal year, fiscal year 2013, has begun to reduce the Department of Defense's budget, and will continue to do so for the next 10 years. The added possibility of sequestration, although not yet realized, will further reduce the Department's budget. Department of Defense budget reductions will affect the armed services both operationally and non-operationally in meeting the requirements of the National Military and National Security Strategies. Military recruiting is arguably one of the most significant, non-operational missions for each of the armed services, all of whom compete for the same segment of the population to fill the ranks of the all-volunteer force. The challenge to the services will be in discovering low-cost initiatives applicable to canvassing recruiters, which allow the services to accomplish annual missions during the forthcoming decade of budget reductions. This paper explores the low-cost, low-impact possibility for MCRC to apply generational theory at the 'tactical level' of canvassing recruiters, just as MCRC applies generational theory in its expertly informed national advertising campaign at the 'strategic level'.

Conclusion: Canvassing recruiters armed with an understanding of and ability to apply generational theory will enhance MCRC's degree of success in accomplishing its recruiting and accession mission over the next decade of fiscal austerity.

DISCLAIMER

THE OPINIONS AND CONCLUSIONS EXPRESSED HEREIN ARE THOSE OF THE INDIVIDUAL STUDENT AUTHOR AND DO NOT NECESSARILY REPRESENT THE VIEWS OF EITHER THE MARINE CORPS COMMAND AND STAFF COLLEGE OR ANY OTHER GOVERNMENTAL AGENCY. REFERENCES TO THIS STUDY SHOULD INCLUDE THE FOREGOING STATEMENT.

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ACRONYMS

DoD: Department of Defense

HQ: Headquarters

JAMRS: Joint Advertising Market Research and Studies

MCRC: Marine Corps Recruiting Command

MOS: Military Occupational Specialty

OJT: On the Job Training

RS: Recruiting Station

RVS: Rokeach Value Survey

SIG: Strategic Initiatives Group (United States Marine Corps)

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Preface

This project began with consideration of an ethics issue; more specifically, a civil-military relations topic recommended by the Marine Corps Strategic Initiatives Group (SIG), which was of research interest to the Marine Corps. The recommended topic that I considered related to whether national cohesion is necessary to win in war, or whether war creates a cohesive society. I subsequently narrowed the topic, keeping with its original intent, to ensure that it was both contemporary and limited to the constraints governing this project's report. Consideration of national cohesion and society led to me to an evaluation of the present young adult generation of Americans to determine how to most effectively recruit and efficiently recruit this generation for service in the Marine Corps to aid the nation to win in war. This report seeks to inform decision-making within the Marine Corps; specifically, Marine Corps Recruiting Command (MCRC), as the Department of Defense enters at the time of this report, into a decade of reduced budget allocations resulting from the Budget Control Act of 2011.

I would like it noted that the author has no prior military recruiting service, and has not previously served in any capacity with MCRC; therefore, this report is in no way critical of current MCRC policy or activities. This report was the result of an evolution of ideas that came to rest naturally with a study of the currently living generations, and how individual recruiters can apply this knowledge in a uniform fashion to recruit the current generation for service with the Marine Corps now, and over the next ten years. I would like to acknowledge the assistance provided to me by project mentor, Dr. Rebecca Johnson. I would also like to acknowledge the assistance of Major John Caldwell, USMC (MCRC Public Affairs Officer) for his welcomed assistance, and the access that he provided to other valued members of the MCRC staff.

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Introduction

Defense spending and military service budgets are presently curtailing to conform to the Budget Control Act of 2011. All of the armed services' missions will experience the constraining effects of reduced defense spending over the next decade. Generating the force will be particularly challenging over the next decade; specifically, assessing non-prior service enlisted personnel who comprise the majority of those in uniform. Arguably, one of the most critical aspects of maintaining an all-volunteer force is recruiting the most qualified personnel to fulfill the service's accession missions. A significantly reduced budget will challenge Marine Corps Recruiting Command's (MCRC) ability to sustain its legacy of continually meeting or exceeding its yearly non-prior service enlisted recruiting mission. MCRC's budget reduction will adversely affect advertising and recruiting operations resulting in potentially fewer qualified applicants, and thus fewer accessions.

Can MCRC leverage generational theory as an enhancement to current tactical level recruiting practices, when applied by canvassing recruiters, to most effectively and efficiently recruit the force? This question is important because of the potential that generational theory presents for even more effective and efficient use of resources, particularly time and money, if individual recruiters could apply this theory. By incorporating generational theory at the tactical level of recruiting, the Marine Corps can continue to remain competitive in armed forces recruiting during a period of anticipated fiscal austerity.

The paper begins with background information to provide the proper context for understanding the situation, analysis, and conclusions. Following the background section, the paper then analyzes each of the three generations of Americans involved in the recruiting process, specifically Baby Boomers, Generation X, and the Millennial Generation. (See

Appendix A) Subsequently, the paper then provides an analysis of how MCRC currently applies generational theory. Prior to the conclusion, the paper provides recommendations for the tactical incorporation of generational theory to achieve the most effective and efficient recruiting and accession of Millennials in a fiscally austere environment. Finally, the paper closes with a conclusion, which explains how the information and analysis throughout the paper demonstrates that generational theory and understanding, when applied by tactical level recruiters, will allow the Marine Corps to remain competitive in armed forces recruiting during a period of anticipated fiscal austerity. Additionally, the paper's conclusion introduces, or in some cases reiterates the policy recommendations made throughout the paper. The background section will now prepare the reader for the main sections that follow.

Background

The background section of the paper provides the reader with the proper context necessary to understand the analysis and conclusions put forth in each of the paper's main sections. In order to understand the challenges facing MCRC and proposals to mitigate those challenges, the reader must understand MCRC's current mission and goals, Department of Defense (DoD) budget reductions and the associated effects upon recruiting, be informed regarding generational theory, and have awareness of the three primary living generations involved in the recruiting process. The background section begins by identifying the organization, disposition, and budget associated with MCRC. The background section then provides pertinent information regarding The Budget Control Act of 2011, and MCRC's analysis of the effects that the legislation will have on the command's ability to accomplish its mission and achieve its goals. After identifying the situation and context for current and future Marine Corps recruiting, the background section transitions to provide a necessary overview of

generational theory. In closing, the background section identifies the three primary living generations involved in the recruiting process. This section begins with a look at how MCRC's organization and funding allow it to accomplish its mission and goals.

Mission, Purpose, and Goals for MCRC

MCRC's current organization and funding provides the necessary background to evaluate the challenges MCRC will face in accomplishing its mission now and in the future. MCRC is responsible to the Commandant of the Marine Corps for the procurement of qualified individuals, to meet the established personnel and strength levels, officer and enlisted, of the Marine Corps and Marine Corps Reserve. MCRC accomplishes this mission currently with 48 recruiting stations (RS) distributed among six districts, and two regions. 3,195 enlisted recruiters, the organizational maximum, canvas the U.S., and its territories for enlisted service applicants for duty with the Marine Corps. The current fiscal year 2013 non-prior service enlisted recruiting mission for MCRC is 38,980, consisting of 33,200 active duty accessions and 5,780 reserve accessions operating on a 177 million dollar fiscal year budget. This paper uses non-doctrinal terms to describe MCRC's organizational structure. The terms strategic, operational, and tactical level recruiting refer to MCRC headquarters, district and region headquarters, and RSs, respectively.

The Defense Budget Reduction and Its Effects upon MCRC

MCRC's advertising and recruiting operations under current 2013 funding cannot sustain in the future period of defense budget reductions. Relatively minimal reductions to MCRC's operating budget will have direct effects upon MCRC's ability to accomplish its mission and achieve its annual accession goal. The Budget Control Act of 2011 stipulated a federal discretionary spending cap to achieve over 900 billion dollars in federal savings over the next 10

years.¹ The DoD will be responsible for 487 billion dollars of the total reduction.² Relative to DoD spending reductions, MCRC budget reductions from fiscal year 2014 and beyond carry associated risk to recruiting advertising and operations. MCRC assesses that a 10 million dollar reduction to its current budget for advertising will allow it to achieve only basic diversity recruiting efforts, no new advertising innovations, and no influencer oriented advertising. MCRC assesses that the advertising cuts will result in 30,000 fewer applicants that meet age and education requirements, and 1,000 fewer enlisted contracts, or persons committed to joining the Marine Corps. An additional loss of 10 million more from the advertising budget will further limit and degrade the respective lines of effort resulting in 74,000 less applicants, and 2,300 contracts. A reduced recruiting operations budget will result in less MCRC engagement with civil centers of influence. Budget cuts will reduce nationwide workshops with educators, and minority groups and leaders, which raise awareness of the Marine Corps. Federal sequestration would further reduce MCRC's budget and have potentially disastrous effects on achieving the Corps' subsequent annual accession mission.³

Overview of Generational Theory

To avoid the potential for compromise to its mission and future accession goals in the upcoming decade of increased budget reductions, MCRC can employ generational theory to improve the efficiency and effectiveness of its canvassing recruiters. To understand how MCRC can apply generational theory at the tactical level requires an understanding of the basic tenets of the theory. Authors William Strauss and Neil Howe proposed a generational theory in their 1990 book *Generations: The History of America's Future, 1584 to 2069*. Strauss and Howe's theory is a two-part theory of American generations, or lifecycle groups. The first part of the theory proposes that life events experienced by people, specifically generations of people early in life

will affect their behavior and decision-making later in life. The first part of the theory proposes that generations of people respond differently to those same life events depending on the generation's stage of life. The second part of the theory proposes that generations are cyclical, and consist of four types that recur in a generally fixed manner.⁴

According to Strauss and Howe, a generation is "a cohort-group whose length approximates the span of a phase of life and whose boundaries are fixed by peer personality."⁵ Phases of life are approximately 22-year periods categorized as youth, rising adulthood, midlife, and elderhood. Each phase of life has a central role, and is either acquiring or applying values. Multiple generations coexist; each generation influences the other while being influenced at different stages of life in different ways by the same events.⁶ Strauss and Howe coined the phrase "generational diagonal" to explain a generational span of life in coexistence with other generations.⁷ Generations share what is termed a "common age location in history" along the "generational diagonal" to account for the effects of life events at a given phase of life.⁸ (See Appendix B) Generations thus evoke a "peer personality." "A "peer personality" is a generational persona recognized and determined by (1) common age location; (2) common beliefs and behavior; and (3) perceived membership in a common generation."⁹

This paper applies the first part of the Strauss-Howe generational theory definition. The paper analyzes the traits, or "peer personality" of the current generations central to Marine Corps recruiting. The recurrence of each of the four generational types over a life span, an approximate 88-year period is not essential to this paper. This paper evaluates only three of the currently four distinct living generations consistent with their present "age location." This paper makes no predictions of future generations in the recruiting equation consistent with the second part of the Strauss-Howe generational theory. This section accounts for the fact that generational theory is a

demographic generalization characterizing an age-defined cohort group uniquely applied to American society; therefore, not all Americans belonging to a specific generational cohort will individually exhibit all of its traits, as described by noted authors. Deborah Bohn states simply and effectively "[G]enerations are groups of people, but people are individuals."¹⁰ Additionally, authors Lynne Lancaster and David Stillman suggest that Americans; specifically, youth living in poverty are not in the mainstream of American society.¹¹ Lancaster and Stillman's suggestion implies that an entire segment of the population does not exhibit the traits associated with its generation.

The Three Generations Involved in the Recruiting Process

While not all encompassing, American generations are distinct cohorts organized in time, who exhibit a unique "peer personality". MCRC leadership and recruiters belong to one of three distinct American generations. This paper considers Baby Boomers as the eldest of the three generations involved in the recruiting process. Baby Boomers were born from 1943-1960. The Baby Boomer population numbered approximately 80 million. The next youngest generation involved in military recruiting is Generation X. Generation X was born from 1961-1981. The Generation X population peaked at approximately 46 million. This paper considers Millennials as the youngest generation considered in an evaluation of military recruiting. Millennials were born from 1982-2003, and account for approximately 76 million Americans.¹² The Marine Corps and MCRC are however in a period of generational transition as Baby Boomers enter elderhood. Baby Boomers are departing the active ranks and are transitioning into retirement while Millennials have been entering service since the year 2000, and continue to enter service. Meanwhile, members of Generation X are assuming the senior command, staff, and instructor positions within Marine Corps Recruiting Command, and its major subordinate commands down

to the recruiting station, and sub-station level. As of 2013, Baby Boomers represent the small, but highly influential executive level commissioned officers and staff non-commissioned officers of the Corps, including but not limited to the Commandant of the Marine Corps. Marine recruiters and the young adults that they are attempting to recruit are Millennials. The median age for Marine recruiters is 26 years old¹³, while the prospective applicant in the target market is 17-24 years old.¹⁴

Just as MCRC leadership and recruiters belong to one of three distinct generations, prospective applicants for enlistment in the Marine Corps, and the influential people in their lives, or influencers, also belong to the same three generations; principally, Baby Boom, Generation X, and the Millennial generation. Influencers shape applicants' decision to join the Marine Corps. Influencers are an equally significant, or are often times more significant than the recruiter in a person's decision to apply for Marine Corps service. Influencers are any person(s) that influence someone to join the Marine Corps. Influencers include family, friends, and a host of mentors from teachers, coaches, and spiritual and community leaders. Influencers are often critical to the decision of a young Millennial to join the Marine Corps. MCRC allocates a large percentage of its advertising and operations budget and associated activities to orient on applicants' influencers.¹⁵ Millennials' parents are either Baby Boomers or Generation X'ers. Strauss and Howe delineate first and second wave Millennials based on the parental generation, or the generation that Millennials' parents belong to, respectively.¹⁶

Thus far, this paper has put forth a basic description of MCRC's organization and the fiscal challenges it will face during the next decade. Subsequently, the paper provided a summary of Strauss-Howe's generational theory to create awareness of how American generations are organized, and how each generation has a unique "peer personality". Lastly, the

paper identified the generations of Americans who participate directly or indirectly in the Marine Corps recruiting process. The following section of the paper will generate an understanding of the development of, and the resultant "peer personality" of the three primary generations involved in, and influencing the recruiting process. Taken in combination, the background section and the follow on section of the paper ultimately allow the reader to realize how canvassing recruiters can apply generational theory to enhance their efficiency and effectiveness.

The Three Generations: Their Development, Traits, Values, and How Best to Communicate With Them

In order for recruiters to incorporate generational theory at the tactical level of recruiting, recruiters must be mindful of the socio-economic environment and influences that shaped the peer personality, or persona of each of the three primary generations involved in the recruiting process. Awareness of these shaping factors will allow recruiters a deeper understanding of each respective generation's traits and values. This section sequentially evaluates the factors that shaped the Baby Boom Generation, Generation X, and Millennial Generation's peer personality, or its traits and values. This section summarizes generational traits and values based on a multi-authored work featured in the Journal of Diversity Management. The information contained in the article is the result of the authors' collating the works of numerous noted generational authors and demographers (See Appendix C). From a research standpoint, the most interesting aspect of this journal article is the comparison of generational traits attributed by generational scholars with the results of a 5,057-respondent Rokeach Value Survey (RVS), which surveyed the three principal generations used throughout this paper. The values reported by in large matched the generational traits noted by scholars.¹⁷ Additionally, the Baby Boomer and Generation X sub-sections provide recruiters with a characterization of each generation's parental behaviors. A

discussion of parental behavior is relevant to recruiters because Baby Boomers and Generation X'ers as parents and/or influencers are a critical element of a Millennial's decision to join the Marine Corps. All subsections conclude with recommended communications strategies for recruiters, which are unique to each generation. This section begins with a detailed look at Baby Boomers.

Baby Boomers

Stay-at-home mothers who were highly involved in their Boomer children's education and extracurricular activities raised Baby Boomers in well-nurtured homes. Boomer mothers, influenced by Doctor Benjamin Spock, shaped their children's idealistic generational type. Writer and psychologist Eda LeShan described Boomers' rearing as "democratic discipline," mothers interacted with their Boomer children "thoughtfully, reasonably, and kindly".¹⁸ Boomers grew up in a strong economic period.¹⁹ Boomer parents expected that their children would excel under the prosperous conditions that they had created.²⁰ The Vietnam War and the draft heavily influenced Baby Boomers' childhoods. Boomer parents engrained critical thinking and a sense of principle in their children. Defining events for Boomers included the Free Speech Movement, race riots, student strikes, and the Kent State and Jackson State University incidents. "Boomers have always seen their mission not as constructing a society, but of justifying, purifying, even sanctifying it."²¹ Boomers applied their idealistic spirit socially to challenge the issues of civil rights, women's rights, and environmental awareness.²² Unlike the period of collectivity during World War II, Boomers were able to experience individualism in a society rich with educational opportunity and jobs. In this environment and with their massive generational population, Boomers developed a competitive spirit.²³ According to Lancaster and Stillman, the career goal for Boomers has been to "build a stellar career."²⁴ Boomers wanted to

start a career within a single organization, ultimately rising to the top of the organization with time and hard work.²⁵

The Boomer generation evolved from a counterculture revolution, to an evangelical phase, to the young urban professional phase, and ultimately to a phase of the defense of moral value. Because of its generational evolution, Boomers are considered generationally narcissistic.²⁶ Boomers have broken down domestic gender roles, as Boomer mothers began to work outside the home, and Boomer fathers have involved themselves in child nurturing.²⁷ The Boom experienced a generation-wide increase in crime, suicide, and drunk driving, while it also experienced declining SAT scores, and high school grade inflation.²⁸ Following the economic downturn of the early 1970s, Boomers were generally disinterested in politics.²⁹ Ultimately, Boomers did not meet their parent's expectation for more economically rich lives, but believe that they lead lives that are more meaningful.³⁰ In midlife, Boomers became more active in politics, seeing politics as a vehicle to transform institutions and society for moralistic purposes, and to extend their values. The most influential technological innovation for Boomers was television. Television brought awareness of the generation's defining events into 50 million American homes by 1960.

The influences noted above have shaped the key traits and values of the Baby Boomers. Gibson, Greenwood, and Murphy in the *Journal of Diversity Management* succinctly note that Boomers are competitive workaholics, loyal to their institution, yet question authority; Boomers are idealistic and generationally have a sense of entitlement; Boomers are comfortable with change and are technologically conservative. The RVS findings annotated in the *Journal of Diversity Management* revealed Boomer's top ranked values are health, family security, self-

respect, and a comfortable life.³¹ Recruiters, having an understanding of Boomer's traits and values have the ability to develop a communications strategy suited for Boomer audiences.

The socio-economic factors considered previously shaped not only the peer personality, and traits and values of the Baby Boomers, but influenced their parenting style. The characteristic parenting style attributed to Baby Boomer parents is termed "helicopter parents". "Helicopter parents" closely monitor their children's activities, especially as young adults no longer residing with their Boomer parents.³² According to Judith Warner, author and contributing writer for The New York Times, Boomer parents earned the title of "helicopter parent" because, "[T]hese are parents who run themselves ragged with work and hyper-parenting, presenting an “eviscerated vision of the successful life” that their children are then programmed to imitate. They’re parents who are physically hyper-present but somehow psychologically M.I.A....”³³ Recruiters will interact with current or former "helicopter parents" as influencers in the lives of Millennials. Recruiters would be wise in their interactions with Baby Boomers to assume that Boomers want to be involved in a Millennial's decision to join the Marine Corps. Under the same assumption, recruiters should emphasize the ways in which the Millennial applicant would be able to remain in contact with their Baby Boomer influencer throughout the stages of the application process, and beyond.

In an article titled "5 Ways to Sell to Baby Boomers", David Sohigian suggests techniques for effectively communicating with Boomers. Based on Sohigian's recommendations, recruiters should determine Boomer's ideal(s), and once determined, should convey how Marine Corps service fits that ideal with regard to the Millennial child or protégé. Boomers prefer in person communication to other forms of communication. Recruiters should present information to Boomers sequentially, and in sufficient depth before changing topics.

Recruiters should be mindful that Boomers are apt to verify information that they receive. This point ties in to the previous regarding sufficient depth of information. Recruiters conveying information factually, accurately, and in sufficient depth will enjoy success. Boomers are loyal to brands and individuals; therefore, first impressions are critical for recruiters' success.³⁴

Generation X

Generation X is the progeny of the Baby Boomers. X'ers environment and influences were shaped during the Boomer's self-absorbed 'consciousness revolution'. During this period child nurturing declined. The prevalence of mothers working increased as dual income families rose. Divorce rates for X'er parents were three times greater than that of the previous generation, making it the highest in U.S. history. The combination of these effects created "latch key kids," grade school age children that came home daily to empty homes while their parents were at work.³⁵ "The 'consciousness revolution' was the greatest anti-child period ever."³⁶ X'ers developed into a skeptical generation. Corruption, crime, and divorce created a lack of faith in institutions and permanent relationships among X'ers. Cable news media delivered the news 24 hours per day. X'ers became resourceful and independent. The fear of drugs, AIDS, and missing children influenced this generation to believe "...that the world isn't as safe as it used to be."³⁷

Defining events for X'ers include the conclusion of the Cold War, Chernobyl, and Three Mile Island.³⁸ First wave X'ers grew up during the national decline in academics and the increase in crime.³⁹ X'ers had more members enter the criminal justice system than any previous generation.⁴⁰ Elder generations held a perception that X'ers had received inferior educations and were simply less intelligent.⁴¹ Coincidentally school grade inflation ended as X'ers attended grade school.⁴² X'ers however, see themselves as "...pragmatic, quick, and sharp-eyed..."⁴³ X'er males demonstrated a preference for military service beginning with the first wave.⁴⁴ As young adults

X'ers were largely Republican voters, in contrast to Boomers.⁴⁵ Greater than previous generations, X'ers represent more numerous ethnicities with more numerous cultural identities in greater isolation from each other.⁴⁶ Consistent with their skepticism, X'ers have demonstrated comfort and flexibility in changing jobs to advance, earning X'ers what Lancaster and Stillman have expressed as building “portable careers”.⁴⁷ X'ers experienced rapid advances in telecommunications, the most significant of which was the personal computer.⁴⁸

Gibson, Greenwood, and Murphy identify X'ers traits as independent, self-reliant, entrepreneurial, and creative; X'ers are not workaholics, but instead seek family balance; X'ers enjoy fun at work and away from work. X'ers are cynical or skeptical regarding institutions and generally distrust authority; X'ers are computer savvy and use technology when possible. X'ers' top values are family security, health, a comfortable life, and inner harmony. Although outside the top four values, X'ers ranked pleasure (fun) higher than Boomers or Millennials.⁴⁹ Communications strategies based on X'ers' traits and values will enable recruiters to communicate most effectively with X'ers. X'ers traits and values combined with insight on their parenting style will inform effective methods of communicating with X'ers.

Baby Boomers are “helicopter parents”, and X'ers are protective parents.⁵⁰ Susan Gregory Thomas indicates that X'ers largely subscribe to the theory of attachment parenting. Thomas states “[G]eneration X may be the most devoted parents in American history.”⁵¹ X'ers protective, attachment-parenting style is attributable to the large number of X'ers that grew up as latchkey kids.⁵² Due to the similarities in the parenting styles of Boomers and X'ers, Recruiters would be equally successful involving X'er parents and influencers to aid a Millennial's decision to join the Marine Corps. Likewise, recruiters should emphasize, and be prepared to set limits on

the ways in which the Millennial applicant would be able to remain in contact with their X'er parent or influencer.

Susan Gregory Thomas, an X'er herself points out that X'ers are "[F]erocious advocates for our kid". While Thomas's advice concerns parents, teachers, and children it is insightful for developing a communications strategy for recruiters, oriented toward X'ers. Foremost, Thomas suggests listening to a X'er advocating for their child. As such, patience and listening ability is an investment that stands to benefit a recruiter engaging a X'er parent or influencer. Thomas points out that inclusion is important to X'ers, which facilitates involvement in their child's activities, but Thomas also points out that setting limits on this involvement is acceptable to X'ers. Recruiters should set realistic expectations for involved parents, or influencers regarding just how involved the parent or influencer can be involved with their Millennial's pre and post-recruit training life.⁵³

Millennial Generation

The earlier portions of this section raised an awareness for recruiters regarding the influences, traits, values, and communications methods best suited for Millennials' influencers. The section now examines the target market applicants. Millennials developed in highly nurturing and highly supervising families. Millennials' fathers are highly engaged in child rearing. Fathers have sought jobs that have allowed them to maximize time with their children. Civic virtue has been impressed upon Millennials since their birth. Their parents, unlike the unwanted X'ers, desire millennial children. Millennials have been raised by Boomers to be "...smart and powerful and dutiful--kids possessed of rational minds, a positive attitude, and selfless team virtue."⁵⁴ Child safety came to the fore for Millennial children in the form of car seats, bicycle helmets, and in home safety devices.⁵⁵ Age appropriate music and television

content shielded Millennial children at home take for example the "V Chip" available for digital cable and satellite television receivers. Millennials developed in collaborative learning environments at school, which strengthened peer bonds, and the sense of collective strength over individualism. PTA involvement increased for Millennials' parents while home schooling increased. Additionally, Millennial parents created competition for quality education with public education through charter schools and the voucher program.⁵⁶

The most significant technological advance affecting Millennials was the internet, and internet-enabled wireless devices. Internet connectivity has allowed Millennials to collaborate globally.⁵⁷ Social media and social networking have enabled this prolific collaboration. Millennials are the most racially and ethnically diverse generation, representing a 15 percent increase in African American, Latino, Asian, and mixed racial populations above the previous two generations. Youth crime, pregnancy, and substance abuse rates for Millennials are lower than the previous two generations, while standardized test scores and community involvement are higher than the previous two generations.

Millennials reached adulthood amid the U.S. economic downturn, a period of high unemployment and competition for jobs. International and domestic terrorism influenced Millennials in youth and rising adulthood, most notably for first wave Millennials, the September 11, 2001 attacks. Millennials subsequently represented 60 percent of those serving in the military in support of operations in Afghanistan and Iraq.⁵⁸ Millennials are team-oriented, preferring to win as a team than achieving personal success. As a civic generation, Millennials are determined "...to make the world a better place..."⁵⁹ Millennials are realistic and pragmatic. Millennials have assimilated the key generational perspectives of the previous living generations.⁶⁰ According to Lancaster and Stillman, Millennials desire "parallel careers."⁶¹

Millennials desire multiple careers to add depth of experience to their resume and to maintain their interest. Millennials are a multi-tasking generation who generally are not satisfied performing a single position within a single organization.⁶²

With a basis for the environment and influences affecting Millennials, the paper now considers the traits and values associated with Millennials. Gibson, Greenwood, and Murphy's research collated the commonly attributed traits characterizing Millennials as civic-minded, realistic, and globally connected; Millennials are multi-taskers who, like X'ers, seek a balance between work and family; with respect to authority Millennials desire performance feedback; Millennials are "wired" to the internet and are considered technological experts. With regard to values, RVS polling found that Millennials top four values are family security, health, freedom, and true friendship. True friendship associates well with Millennials' connectedness to family and friends, enabled by their extensive use of the internet and social media. Although ranked seventh as a Millennial value, "a sense of accomplishment" ranked higher among Millennials than the other two generations. Millennials' civic orientation and desire to make the world a better place reflects why Millennials ranked "a sense of accomplishment" as high as they did.

Millennials' influences, traits, and values will now serve as the basis for recommendations for recruiters of how best to communicate with Millennials. Research performed in the conduct of this paper related to effective communication with Millennials yielded numerous, yet generally related findings. Maurilio Amorim concisely captures the key findings of this research. Amorim, analyzed an article written by Thomas Pardee in Advertising Age Magazine regarding marketing to Millennials, Amorim applied Pardee's research to consider how best to communicate with Millennials. Amorim suggests foremost that communication be fast, as in succinct. Millennials' lifelong use of text-based digital communications and their

multi-tasking proclivity has led them to appreciate brevity. Recruiters, when engaging Millennials, either verbally or in writing, should be direct and to the point. Recruiters should maximize their use of digital text-based mediums due to its avid use by Millennials. Amorim next suggests that communication with Millennials be clever. Recruiters can make a lasting impression with Millennials with clever humor. Transparency is also important when communicating with Millennials. Recruiters are salespersons, and Millennials know when someone is trying to sell them something. Recruiters should be clever, and avoid overt salesmanship. The final, relevant recommendation is to "[G]ive them a reason to talk about you."⁶³ Millennials' digital reach and online collaboration stands to reward recruiters who make a lasting impression. One reward, among many, could be more interest and/or applicants for the recruiter drawn from the primary applicant's base of online friends.⁶⁴

The purpose of this section was to aid recruiters in their ability to develop communications strategies unique to the three primary generations involved in the recruiting process: Baby Boom Generation, Generation X, and the Millennial Generation. This section evaluated the environments and influences that shaped their peer personality, or traits and values. This section compared commonly held anecdotal traits and values with results of an extensive Rokeach Value Survey for the respective generations. This section evaluated parental behaviors of Baby Boomers and Generation X to provide recruiters additional insight to explain why recruiters observe certain qualities in these two generations of Millennial influencers. This section provided parental insight to further influence recruiters' communications strategy. This section provided sufficient detail with respect to generational traits and values to allow recruiters to develop additional communications strategies beyond the recommendations provided.

Current Application of Generational Theory

An analysis of MCRC's current application of generational theory generates informed recommendations for MCRC regarding the possibility of tactical employment of generational theory by canvassing recruiters. The section begins with a description of the current national youth landscape that recruiters operate in, which will influence, both positively and negatively, the ability for MCRC to accomplish its annual mission and goals. The section then considers MCRC's current application of generational theory to determine where additional opportunities lie to apply and maximize generational theory to achieve greater recruiting efficiency and effectiveness. The section then considers formal recruiter training as a prime opportunity to institutionalize generational theory and generational awareness among recruiters. The section concludes with an analysis of the significance of the internet as an enlistment application generator, the effects of budget reductions associated to this media, and an analysis of social media use as a low-cost means of off-setting the negative effects of reduced internet-based application spending. A discussion of current and proposed application of generational theory should begin with an overview of the target youth market for potential Marine Corps service.

Recruiting Millennials-The Strategic Setting

A reduced operating budget over the next decade will not be MCRC's only challenge to accomplishing its mission and goals, levels of youth unemployment and reduced propensity for military service, whether sustained or degraded will challenge MCRC further. The current economic downturn and unemployment in America has significantly affected Millennials.⁶⁵ As of July 2009, youth unemployment for Millennials ages 16-24 was 18.5 percent.⁶⁶ Youth unemployment remains a constant in the current economic environment. As of July 2012, the average unemployment rate for those ages 16 to 24 was approximately 19.5 percent.⁶⁷ Youth unemployment in the civilian sector amongst those within MCRC's target market might signal

greater likelihood for military service. 2012 propensity polling performed by Joint Advertising Market Research and Studies (JAMRS) however revealed a decline in 2012 from 13 to 12 percent for youth ages 16-21.⁶⁸ MCRC assesses a continuing downward trend in propensity.⁶⁹ Recruiting Millennials in the current national setting has both positive and negative possibilities for the Marine Corps. Current and future budget reductions and the potential for further decline in military propensity will challenge MCRC's accessions mission. Positively however, target market Millennials represent a high quality, competitive recruiting pool. Millennials are well-educated, civic-minded youth who are less likely to have been involved in crime or to have used drugs compared with earlier generations.⁷⁰

Current Application of Generational Theory

Generational theory is currently a top-down application from the strategic level at Headquarters (HQ), MCRC, applied principally via national advertisement without a complimentary bottom-up application of generational theory by recruiters. For many years, generational consulting has informed the Marine Corps' senior leaders at the strategic and operational levels of recruiting. MCRC's biennial strategy conference is a principal venue for the latest consulting advice regarding Millennial recruiting. The strategy conference informs the subsequent advertising strategy and sales campaign applying generational theory with a focus on the Millennial market. Generational theory also aids in the development of command messages from HQ, MCRC down the chain of command to the RS, particularly as HQ, MCRC informs the chain of command regarding newly developed advertising and sales campaigns. A current example of generationally focused advertising involves "transformation"⁷¹; formerly a term used to characterize the civilian-to-Marine transformation experienced at recruit training. Transformation has now had its meaning expanded to suggest a longer and more purposeful

transformation to life beyond recruit training. This characterization clearly aligns with Millennials' civic mindedness, and the desires and aspirations of the Millennials' parents. A question arises in consideration of the current transformation advertisement, and that is how effectively can recruiters uniformly discuss the significance or intent of the advertisement with applicants and their influencers? Recruiters, tactically applying generational knowledge would in essence close an open circuit for MCRC with respect to generational theory to compliment the top-down strategic level application with a bottom-up tactical application to achieve the greatest recruiting efficiency.

MCRC principally applies generational theory to marketing, and does not apply generational theory uniformly, specifically, as a method for recruiters to communicate effectively with applicants and their influencers. HQ, MCRC emails strategic level products, including those that may incorporate generational theory down the chain of command to the RS level, and posted to the MCRC advertising portal. This communication is marketing-oriented including strategic talking points and current sales campaign information. This is important to ensure that recruiters are aware of, understand, and discuss the current sales campaign; however, it does not ensure that recruiters are able to communicate the relevant aspects of the ad with each generation in the overall recruiting process. Education and training can prepare recruiters with the generational tools necessary to communicate most effectively with applicants and their influencers.

Recruiter Training

Formal education and training supported by continued on the job training (OJT) would provide recruiters the foundation for, and the skills development necessary for MCRC to institutionalize generational theory from the bottom-up. Formal recruiter education and training

provided at Recruiters School primarily focuses on salesmanship. The school's approach has proven successful in MCRC's ability to accomplish its mission each year. In anticipation of reduced funding and reduced propensity to serve, formal recruiter training and education could incorporate generational theory allowing recruiters to most effectively engage with qualified applicants, and more importantly the applicant's influencers. While the suggested curriculum modification would involve an investment in time and money, the impact could be negligible. To inform student recruiters, period(s) of instruction and associated issued student materials focused on generational traits, influences, and biases would be sufficient. Student recruiters could then conduct salesmanship practical exercises that involve influencers of various generations, building off the previous classroom knowledge. Generational theory, introduced in Recruiter's School would synchronize MCRC's generationally focused strategic level advertising with generationally aware tactical level recruiters to accomplish the command's mission. OJT provides an additional opportunity to prepare recruiters for generational recruiting during monthly and quarterly all-hands training at their RS.⁷² At present, any discussion of generational theory is a matter of initiative for the RS commander during required training periods.

Gaining and Maintaining Contact with Target Market Millennials

Recruiters' salesmanship capacity reinforced with generational education and training will prepare recruiters for greater demands upon their canvassing activities, which may be required to fulfill their respective missions in the future. Recruiters face such a potential for increased canvassing demand over the next decade if MCRC is required to reduce its internet applications funding. Recruiters, both historically and presently are responsible for contracting the greatest number of age and education qualified applicants through individual canvassing activities, as compared to all other methods, including those attributed to the advertising

campaign. Recruiters coordinate with assigned high schools to receive mailing addresses for junior and senior class members. Recruiters then mail applications to the students. Recruiters contact by phone those interested students that complete the application and return it via mail.⁷³

The internet follows the direct mail program closely as the second greatest generator of age and education qualified applicants. Within the internet category, Marine Corps websites followed by banners and social media generate the most age and education qualified applicants, respectively. While budget reductions may affect internet-based applications at the strategic level over the coming decade, recruiters at the tactical level can and should maximize the internet, particularly social media, as a means of digital canvassing and as a means to maintain contact with Millennial applicants awaiting recruit training. Communication and engagement via the internet and through social media present recruiters with the greatest opportunity to avoid Millennial-applicant attrition. Avoiding undesirable levels of qualified applicant attrition can be arguably of equal or greater significance than contracting qualified applicants for Marine Corps service. Social media use allows recruiters the ability to enhance their canvassing activities while concurrently staying connected with their contracted Millennial pool, using the media that is most preferable to Millennials. Presently however, social media use is not mandatory for recruiters.

Use of Social Media

Social media, particularly Facebook affords MCRC, via its RSs and individual recruiters, with a means to canvass, disseminate information, and generally remain connected with contracted applicants and their influencers. Polling data reveals that 92 percent of youth within the target market age use Facebook over all other forms of social media.⁷⁴ The prevalence of Facebook use among Millennials is indicative of their desire for connectedness and collaboration

through use of technology. Facebook enhances recruiters' canvassing activities conveniently and economically via the internet. Searchable user data inherent to social media can especially facilitate "special missions" recruiting to locate prospective applicants within a recruiting zone to fill low density, high demand MOSs such as a musician, or a musician who plays a specific instrument.⁷⁵ In addition to canvassing opportunities, Facebook is also a significant, low cost tool for maintaining contact with contracted applicants awaiting recruit training to avoid contract attrition. While MCRC has developed a social media policy, that policy does not ascribe requirements for social media use, but rather identifies how best to establish, format, and design accounts. Recruiters' use of social media is a matter of RS commanders' discretion. While most recruiters leverage the benefits of social media at least occasionally⁷⁶, its use is not mandatory. A social media study performed by JAMRS in 2012 found that 34 percent of Marine recruiters reported poor quality social media training.⁷⁷ Recruiters' use of social media should be encouraged at a minimum, or required at maximum. Those recruiters who are not utilizing social media, due to an absence of command policy to do so, may put their command's mission at risk in the future, as they avoid use of a primary means of Millennial communication.

That the military would benefit from a greater propensity for youth military service, within the target market age range is a logical assumption at a time of economic recession in America. 2012 polling data reveals just the opposite, that youth propensity for military service declined from the previous year. This decline in propensity and any further decline in propensity imply the possibility of greater demand upon MCRC to attract Millennials for service in the Corps. If MCRC budget reductions reduce or otherwise adversely affect internet-based advertising and/or online means of applying for Marine Corps service, the burden of mission accomplishment will fall more disproportionately onto canvassing recruiters. Recruiters able to

apply generational theory and understanding as a supporting capability in conjunction with their sound salesmanship ability allow themselves the potential to contract most efficiently those Millennials who are representatively reporting fewer propensities to serve. Additionally, recruiters making maximum use of social media stand to improve their canvassing efficiency while also most likely reducing their applicant attrition.

Additional Recommendations for Generational Recruiting

The previous discussion of the current and predicted youth environment along with the discussion of how MCRC currently utilizes generational theory to recruit and retain Millennials sets the stage for specific additional recommendations to increase effectiveness in these areas. Additional tactical level opportunities exist for recruiter application to achieve even greater effectiveness and efficiency. This section provides generationally focused recommendations to inform recruiters of communications strategies and key discussion points to aid in contracting Millennials while avoiding undesirable contract attrition. In most respects, these additionally recommended strategies and discussion points reinforce some of the age-old methods used by recruiters, but emphasize those determined through research to be particularly effective. The section begins with an analysis of Millennials' characteristic career desire.

The first discussion point introduced in this section for recruiters is regarding Millennials' desire for what Lancaster and Stillman refer to in their book *When Generations Collide* as "parallel careers", a term to describe the performance of multiple jobs within a single organization.⁷⁸ Tactically, recruiters can advance the concept of parallel careers with Millennials as it applies to Marine Corps service. With this concept in mind recruiters should discuss the numerous opportunities for cross training that exist within a given command, or occupational field despite a singular Military Occupational Specialty (MOS) assignment. An early discussion

between a recruiter and an applicant regarding lateral move options to various and selected MOSs following an initial term of service will also appeal to the Millennial's desire for a parallel career. While discussions regarding cross-training and lateral move possibilities are commonplace, this discussion is especially important in appealing to Millennials. Recruiters should provide a clear and detailed description of what duties that an applicant would perform in the Corps, in training and during their career. Detailed job descriptions are especially important to Millennials. Recruiters should convey detailed MOS descriptions in discussion with applicants, supported by relevant forms of media such as interactive web content and video.⁷⁹

The second discussion point for recruiters, also derived from Lancaster and Stillman's work, is the concept of the "employee value proposition," which they define as "a persuasive statement of what you have to offer aimed at appealing to a particular generation of recruits that is focused on the audience, not on the organization."⁸⁰ The concept is an interesting inversion of the marketing concept of customer value proposition to consider the associated recruiting benefits. In the book, the authors examine the evolution of U.S. Army advertising slogans as effective generational employee value propositions targeting the Traditionalist Generation to the current Millennial Generation.⁸¹ While the Marine Corps may be less inclined to change slogans as often as the Army did to appeal to the respective generations, employee value propositions do not have to be limited to slogans. Communicated employee value propositions are the key take away in this discussion. Verbally, the challenge for the recruiter is effectively conveying a Marine Corps employee value proposition knowing that the three primary generations in the recruiting process maintain different values. In this sense, the traits and values laid out earlier in the paper for each respective generation will guide the recruiter. To express a Marine Corps employee value proposition the recruiter can convey the tangible and intangible qualities that the

Millennial applicant offers the Corps, and for which the Millennial will in turn benefit from. The Marine Corps' institutional core values also provide the recruiter a vehicle to express the value proposition. The significance of this discussion is, according to Lancaster and Stillman, "When recruiting attempts fail, the cause is almost always that the employee value proposition was a bad match or that it wasn't communicated successfully to the candidate in question."⁸² If this is indeed true, then generationally focused communication of the Corps' employee value proposition is essential to contracting the most qualified applicants for service.

The additional recommendations contained in this section are not necessarily new techniques for recruiters, nor are the recommendations necessarily all-inclusive. The goal of this section is to draw out the techniques that are most effective with target market Millennials. Recruiters can determine which specific techniques to prioritize and sustain after having used these techniques within their market, over time. The parallel careers concept and the concept of the employee value proposition provide an adequate generational framework to realize which recruiter techniques are indeed the most effective.

Conclusion

Current and forthcoming defense budget reductions over the next 10 years will likely place greater burdens on individual recruiters to accomplish annual recruiting missions. MCRC budget reductions over the period will limit or curtail advertising and operations activities, while the maximum number of assigned recruiters will not reduce. Canvassing activities will likely increase during the next decade to offset reduced advertising and operations spending. Resultantly, recruiters will engage more widely not only with applicants, but also with those who influence the lives of applicants. MCRC can take two actions to ensure the greatest degree of success for recruiters in the fiscally constrained environment of the coming decade. First,

MCRC should develop recruiters with a basic knowledge of generational theory and make it actionable for them. This paper provides a foundation for generationally focused tactical recruiting based on generational influences, traits, values, and methods of communication with the intent of reinforcing recruiters' salesmanship effectiveness and efficiency as they engage applicants and their influencers. With nominal additional investment, MCRC could incorporate generational education and training into the formal school curriculum at Recruiters School.

The second recommendation advances the lessons of generational study to enhance communication while ensuring efficiencies. MCRC should consider revising its social media policy to encourage recruiters to use social media, particularly Facebook for communication with and canvassing for Millennials. MCRC should afford recruiters additional training to ensure their confidence with social media. This training could likewise be a nominal investment with sufficient return on investment. Uniform social media use would ensure that recruiters are communicating along a principle medium used by Millennials. Greater and more consistent use of social media cuts the costs of physical canvassing, and its use by recruiters. MCRC can achieve greater synergy from the strategic to the tactical level of recruiting by developing recruiters to be generationally astute, and encouraging their use of all relevant means of communication. In doing so, MCRC would complete a cycle of generational knowledge and understanding throughout the depth of the command, no longer limiting such knowledge to the strategic level of recruiting, and its expression through the national advertising campaign.

APPENDIX A

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GENERATIONS

FIGURE 1-1

Living American Generations

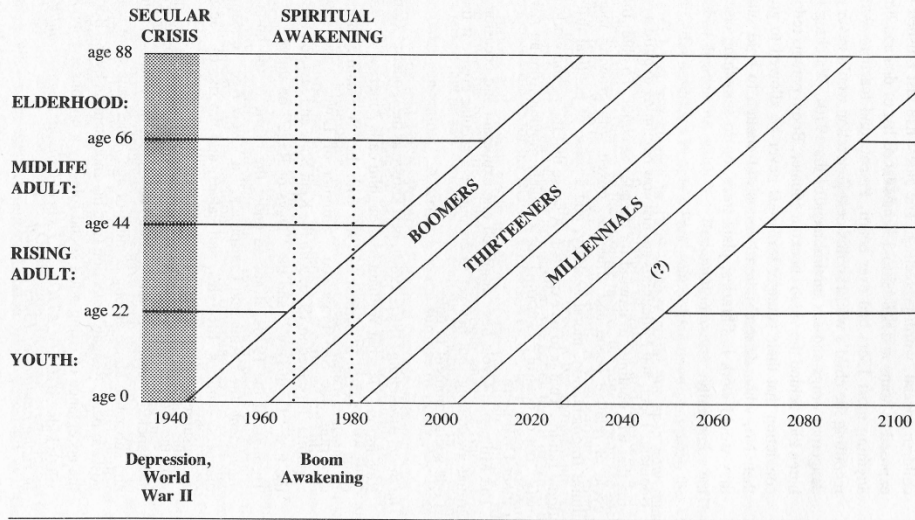
GENERATION	BIRTHYEARS	AGE IN 1969	AGE IN 1991
Progressive	1843–1859	109 +	(not alive)
Missionary	1860–1882	86–108	108 +
Lost	1883–1900	68–85	90–107
G.I.	1901–1924	44–67	66–89
Silent	1925–1942	26–43	48–65
Boom	1943–1960	8–25	30–47
Thirteenth	1961–1981	0–7	9–29
Millennial	1982– ?	(not alive)	0–8

William Strauss and Neil Howe, *Generations: The History of America's Future, 1584-2069* (New York, NY: William Morrow and Company, Inc., 1991), 32.

APPENDIX B

FIGURE 11-1

Millennial Cycle: Age Location in History



THE MILLENNIAL CYCLE

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William Strauss and Neil Howe, *Generations: The History of America's Future, 1584-2069* (New York, NY: William Morrow and Company, Inc., 1991), 297.

APPENDIX C

Table 1: Generational Descriptors		
Baby Boomers	Generation X	Generation Y
Sandwich generation	Latch-key kids	Netters
Company loyalty	Lack of loyalty	"Contract" mentality
Idealistic	Reactive	Civic-minded
Self-absorbed	Self-reliant	Self-centered
Workaholic	Work/life balance	Multi-taskers
Tech conservatives	Computer savvy	Tech experts
Entitled	Cynical/skeptical	Easily bored
Traditional family	Divorced family	Many family forms
Wary of authority	Independent	Crave feedback
Competitive	Entrepreneurial	Serial Entrepreneurs
Materialistic	Fun-loving	Volunteers
Training	Life-long learning	Distance learning
Comfortable with change	Creative	Crave challenge
Optimistic	Want fulfilling work	High maintenance
Security oriented	Career options	Collaborative

*Table 1: "Generational Descriptors" are the commonly attributed descriptors drawn from scholarly works

Table 2: Ranking of Terminal Values by Generation			
Terminal Value Ranking	Baby Boomer	Generation X	Generation Y
# 1 (most important)	Health	Family security	Family security
# 2	Family security	Health	Health
#3	Self-respect	Freedom	Freedom
#4	A comfortable life	A comfortable life	True friendship
#5	Freedom	Inner harmony	Self-respect
#6	Wisdom	Self-respect	A comfortable life
#7	True friendship	True friendship	A sense of accomplishment
#8	Salvation	Wisdom	Wisdom
#9	Inner harmony	Mature love	Mature love
#10	A sense of accomplishment	Pleasure	Salvation
#11	Mature love	A sense of accomplishment	An exciting life
#12	An exciting life	Salvation	Equality
#13	Pleasure	An exciting life	Pleasure
#14	A word at peace	Equality	National security
#15	National security	A world at peace	A world at peace
#16	Equality	National security	Inner harmony
#17	A word of beauty	Social recognition	Social recognition
#18	Social recognition	A world of beauty	A world of beauty

Table 3: Ranking of Instrumental Values by Generation			
Terminal Value Ranking	Baby Boomer 1946-1964	Generation X 1965-1979	Generation Y 1980-present
# 1 (most important)	Honest	Honest	Honest
# 2	Responsible	Responsible	Responsible
#3	Loyal	Capable	Loving
#4	Capable	Loyal	Independent
#5	Independent	Loving	Ambitious
#6	Loving	Courageous	Loyal
#7	Ambitious	Logical	Broadminded
#8	Logical	Broadminded	Capable
#9	Forgiving	Independent	Self-Controlled
#10	Self-controlled	Helpful	Intellectual
#11	Intellectual	Ambitious	Helpful
#12	Courageous	Intellectual	Logical
#13	Helpful	Self-controlled	Courageous
#14	Polite	Forgiving	Clean
#15	Broadminded	Polite	Forgiving
#16	Clean	Clean	Polite
#17	Imaginative	Imaginative	Obedient
#18	Obedient	Obedient	Imaginative

* Table 2: "Terminal values", according to the Rokeach measure are "[T]he ultimate end goals of existence..." "Instrumental values" are "[T]he behavioral means for achieving such end goals..."

Jane Whitney Gibson, Regina A. Greenwood, and Edward F. Murphy, Jr., "Generational Differences in the Workplace: Personal Values, Behaviors, and Popular Beliefs," *Journal of Diversity Management* vol. 4, no. 3 (Third Quarter 2009): 3-4, <http://journals.cluteonline.com/index.php/JDM/article/view/4959/5051>.

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- ¹ "Fact Sheet: Bipartisan Debt Deal: A Win for the Economy and Budget Discipline," The White House: Office of the Press Secretary, last modified July 31, 2011, <http://www.whitehouse.gov/the-press-office/2011/07/31/fact-sheet-bipartisan-debt-deal-win-economy-and-budget-discipline>.
- ² Department of Defense, *Defense Budget Priorities and Choices* (January, 2012), http://www.defense.gov/news/Defense_Budget_Priorities.pdf
- ³ Captain James Stanley, "Command Brief," (PowerPoint presentation, Marine Corps Recruiting Command, 14 February 2013), Slides 23-28.
- ⁴ William Strauss and Neil Howe, *Generations: The History of America's Future, 1584-2069* (New York, NY: William Morrow and Company, Inc., 1991), 34-35.
- ⁵ Strauss and Howe, *Generations*, 60.
- ⁶ Strauss and Howe, *Generations*, 60-61.
- ⁷ Strauss and Howe, *Generations*, 47-48.
- ⁸ Strauss and Howe, *Generations*, 47-48.
- ⁹ Strauss and Howe, *Generations*, 64.
- ¹⁰ "Generation Trends: Gen X As Parents," Deborah Bohn, *Baby Zone*, accessed March 15, 2013, http://www.babyzone.com/mom/next-generation-parenting_72958-page-5
- ¹¹ Lynne C. Lancaster and David Stillman, *When Generations Collide: Who They Are. Why They Clash. How to Solve the Generational Puzzle at Work* (New York, NY: HarperCollins Publishers Inc., 2005), 68-69.
- ¹² Strauss and Howe, *Generations*, 36.
- Lancaster and Stillman, 13.
- ¹³ "MCRDSD Fact Sheet: Recruiters School, Marine Corps Recruit Depot San Diego, accessed 15 January 2013, <http://www.mcrdsd.marines.mil/Portals/3/Documents/FACT%20SHEETS/Recruiter%20School.pdf>
- ¹⁴ "Command Brief", Slide 9.
- ¹⁵ "Command Brief", Slide 27.
- ¹⁶ Strauss and Howe, *Generations*, 62.
- ¹⁷ Jane Whitney Gibson, Regina A. Greenwood, and Edward F. Murphy, Jr., "Generational Differences in the Workplace: Personal Values, Behaviors, and Popular Beliefs," *Journal of Diversity Management* vol. 4, no. 3 (Third Quarter 2009): 2-4, <http://journals.cluteonline.com/index.php/JDM/article/view/4959/5051>.
- ¹⁸ Strauss and Howe, *Generations*, 307-308.
- ¹⁹ Strauss and Howe, *Generations*, 310.
- ²⁰ Strauss and Howe, *Generations*, 299-301.
- ²¹ Strauss and Howe, *Generations*, 301.
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